

CLAYTON COUNTY BOARD OF COMMISSIONERS

Regular Business Meeting
7:00 P.M.

November 5, 2013

POST SUMMARY MINUTES

PRESENT: Chairman Jeffrey E. Turner, Vice-Chairman Michael Edmondson, Commissioner Sonna Singleton, Commissioner Gail Hambrick, Commissioner Shana M. Rooks, and Clerk Shelby D. Haywood.

1. Chairman Turner called the meeting to order.
2. Invocation was led by Senior Pastor Harry J. Riley of Lakewin Christian Center International in Riverdale, Georgia. Pledge of allegiance to the flag was led by Chairman Turner.
3. Amended the agenda by adding (Resolution 2013-288 – A Resolution authorizing Clayton County to approve a Special Facility Use Request to allow the office of Congressman John Lewis, U.S. House of Representatives (GA) District 5, to host a “Clayton County Meet and Greet” at the Frank Bailey Senior Center; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to provide an effective date of this resolution; and for other purposes); deleting item #8 (Budget Amendment #4-22 – Fund 307 – 2009 SPLOST Funds/FYE 6-30-14 – to amend the budget for the Parks and Recreation Department to install a playground structure at the Clayton County International Park, in the amount of \$85,415.00); holding Director of Human Resources Renee Bright’s request (To request that the Board of Commissioners allow Juvenile Court to accept Criminal Justice Coordinating Council (CJCC) Grant funding for the VOCA program and to request authorization to transfer a part-time position to a full-time position associated with Resolution 2013-281); deleting item #26 (Resolution 2013-286 – A Resolution authorizing Clayton County to enter into an agreement for service with Earthlink Business providing for the terms and conditions under which internet services will be rendered to the County; to authorize the Chairman to execute the agreement and to otherwise perform all other acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, all as may be required; to provide an effective date of this resolution; and for other purposes); and deleting item #27 (Resolution 2013-287 – A Resolution authorizing Clayton County to enter into a Professional Services Contract with Expert Discovery, LLC, to audit the monthly E-911 service fee collected by telephone service providers from their customers; to authorize the Chairman to execute the agreement and to otherwise perform all other acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, all as may be required; to provide an effective date of this resolution; and for other purposes). The agenda was adopted, as amended, as all commissioners had copies before them. Vote unanimous.

POST SUMMARY MINUTES

4. Approved the October 10, 2013 Special Called Meeting and October 15, 2013 Regular Business Meeting minutes. Vote unanimous.

5. PUBLIC COMMENT: Citizens will be given a three (3)-minute maximum time limit to speak before the Board of Commissioners about various topics, issues, and concerns. Following thirty minutes of hearing from the public, the Board of Commissioners will allow the remainder of citizens who have signed up to be heard at the next Tuesday business meeting.

(1) James Slaughter, III, a twenty (20)-year Clayton County fireman, came on behalf of the Fire Department to voice his concerns regarding news media and social media's negative comments about the Fire Department morale. Mr. Slaughter stated that although he has seen many changes, the media does not speak for him. He further stated that the Fire Department is here to support Clayton County citizens and it is difficult for first responders to do their job while getting sidebarred by all the negative publicity. He concluded that he was present to show his support for one of the candidates, Assistant Chief Landry Merkinson, for the position of Fire Chief with whom he has worked for twenty (20) years. Mr. Slaughter asked the Board to make the right decision in hiring the Fire Chief of Clayton County.

(2) William White, a Clayton County resident, requested the Board's assistance in getting Crown Communities to come back out to Wright's Crossing Subdivision to make some improvements to the properties. Mr. White stated he and his community have supported the County and would now like for the County to give back some support in this matter.

Chairman Turner asked Mr. White to confer with Interim County Attorney Jack Hancock on what the Board can and cannot do to assist him in this matter.

(3) Brad Brownlee waived his right to speak.

(4) Thomas Hollington, a six (6)-year Clayton County resident and a parent of the Kinship Care Resource Center, voiced his concerns about the children of Clayton County. He quoted, "It takes a village to raise a child" and not the jails, which do not need more juveniles. Mr. Hollington stressed parents need to stand up for these children. He noted that nine (9) months ago, he started a mentoring program and requested that the Board come to some of the meetings and hear the concerns of the parents.

(5) Daniel Wright, a forty-four (44)-year Clayton County resident and twenty-five (25)-year Clayton County Fire Department employee, also concurred with the previous comments regarding the negative publicity surrounding the Clayton County Fire Department. Mr. Wright stated that until

POST SUMMARY MINUTES

recently, he has seen a lot of good production take place. He emphasized that the recent change of command has caused mud-slinging, division, and regression within the department. The trustworthiness that the Fire Department holds in the community has been broken due to negative publicity and nothing good has come from this. Mr. Wright stressed that the Board should cautiously consider who it would position as Fire Chief and who would bring new vision to the Fire Department in moving it forward and not backwards. He affirmed that candidate Assistant Chief Landry Merkison has been with the Fire Department for some time and has been a big part of the process and procedures within the Fire Department. Mr. Wright believed that Assistant Chief Merkison has shown leadership daily and has a great understanding of what needs to be done. He added that bringing someone from the outside who is not familiar with the policies and procedures of the county will not work well.

(6) Jeffery Benoit stated that Clayton County is under the spotlight to interview three (3) candidates for Fire Chief. Mr. Benoit noted that he had requested an Open Records Request of the individuals who qualified along with their merit standing. He advocated that the Board implement a point system to rate candidates on qualifications they have and not to vacillate on policies. Mr. Benoit thanked the Board for rescinding the County Manager position which would have disrupted progress that has been made in the County. He concluded that the County is moving forward from past bad publicity and does not need personal opinions and selections to regress.

(7) Jerry Raper, a twenty-five (25)-year Clayton County fireman, came on behalf of Assistant Chief Merkison. Mr. Raper acknowledged that he has a lot of respect for candidates Chief Rosemary Cloud of East Point and Chief Brenda Willis of Riverdale, but the Fire Department needs a Chief who is going to be in the County for at least ten (10) years. He affirmed that Assistant Chief Merkinson and others fought to keep personnel from being laid off and Chief Cloud, under her East Point administration, had closed two fire stations and laid off personnel. Mr. Raper voiced he did not want the same thing to happen to Clayton County Fire Department employees. He noted the Fire Department has some thirty-four (34) disgruntled employees, but they do not speak for the other three-hundred (330) employees. Mr. Raper stated that the complaints of those employees to the media were a disgrace to the Clayton County Fire Department. He further stated that when the Board appointed Fire Deputy Dwayne Jackson as Interim Chief and gave him the authority to make decisions, that is what he should have done instead of disrespecting Assistant Chief Merkison who never did anything wrong. Mr. Raper requested that the Board make the right decision in its selection of the Fire Chief.

(8) Jay Fordham, a twenty-three (23)-year Clayton County fireman, expressed that the Fire Department is divided and the past few months have been the worst of his career. Mr. Fordham took offense to several serious allegations against Assistant Chief Merkinson and his name being associated to the matter. He stated that all of the allegations made have been false and unfounded. These allegations are malicious and intended to slander Assistant Chief Merkinson. He urged to the Board to

POST SUMMARY MINUTES

not let these distractions sway it in making the right decision in choosing a Fire Chief for Clayton County.

6. PROCLAMATION: "Clayton County Observes November 2013 as National Epilepsy Awareness Month" (presented by Chairman Jeffrey E. Turner).

7. Theodis Locke, Director of Central Services/Risk Management, presented five (5) items that resulted in the following Board actions.

(NOTE: The entire Purchasing Ordinance for Clayton County, Georgia can be viewed on the MuniCode website. Citizens can access this website via the following website address: <http://library.municode.com/index.aspx?clientId=10562>.)

Chairman Turner recognized in the audience new Magistrate Court Judge Wanda Ballot.

1) Approved a **Request to Sell County Surplus Items, utilizing GovDeals.com**, as requested by the Central Services Department. The list of items is as follows:

Lot #194	93 GE LED Signal Pedestrian Lights
Lot #195	60 GE LED Signal Pedestrian Lights
Lot #196	40 GE LED Signal Pedestrian Lights
Lot #197	35 Pieces of COHU Camera Equipment
Lot #198	11 Assorted Sized File Cabinets
Lot #199	10 Air Conditioners & 1 (2-piece) Ice Machine
Lot #200	49 Office Chairs
Lot #201	27 S.C.B.A & Bench Test With Accessories
Lot #202	5 Pieces of Parts from a Cabinet/Bookshelf
Lot #203	3 Desks, 1 Projector Stand & 1 Computer Table
Lot #204	1 Map Holder, 1 Base Cabinet, 1 Desk, 1 Metal Table, 1 Bag Island
Lot #205	1 Folding Table, 1 Steel Cabinet, 1 Coffee Table, 2 Tables
Lot #206	4 Desks
Lot #207	6 Pieces of Storm Water Program Test Equipment
Lot #208	4 Boxes of Game Warning Whistle Systems
Lot #209	16 Disk Trays & 12 View Documents Holders
Lot #210	Double Podium with Components; and
Lot #211	100+ Metal 2'X4' Shelving Panels (only)

Vote unanimous.

2) Approved **RFP PKG #13-45 Wrecker Services for Clayton County, Annual Contract** (*Multi-award: Tara Wrecker, Inc., located in Jonesboro, Georgia and New Image Towing & Recovery, Inc., located in Forest Park, Georgia*), as requested by the Police Department. Per Section 2-136 (2) of the Clayton County Purchasing Ordinance, Clayton County utilizes the competitive sealed

POST SUMMARY MINUTES

proposal method when the competitive sealed bid method is neither practical nor advantageous and when cost is not the primary consideration. The competitive sealed proposal method will be used when the costs of goods and services exceed \$25,000.00. The Clayton County Board of Commissioners makes the final award for all non-budgeted proposals of \$35,000.00 and greater. Vote unanimous.

Police Chief Gregory Porter's recommendation is to issue a multi-award of contracts to the following vendors: Tara Wrecker, Inc. with the highest score of 313.00; and to New Image Towing & Recovery, Inc. with the next highest score of 299.00.

3) Approved **RFP PKG #13-48 Asset Management Team Neighborhood Stabilization Program, Annual Contract** (*Multi-award: Southern Crescent Habitat for Humanity, located in Jonesboro, Georgia and National Property Institute, located in Ellenwood, Georgia. Funding is available through the 2009 NSP1 and 2010 NSP3 [Neighborhood Stabilization Programs]*), as requested by the Community Development Department. Per Section 2-136 (2) of the Clayton County Purchasing Ordinance, Clayton County utilizes the competitive sealed proposal method when the competitive sealed bid method is neither practical nor advantageous and when cost is not the primary consideration. The competitive sealed proposal method will be used when the costs of goods and services exceed \$25,000.00. The Clayton County Board of Commissioners makes the final award for all non-budgeted proposals of \$35,000.00 and greater. The motion carried 4-0-1. Commissioner Rooks abstained due to a conflict of interest. She serves as Vice-President on the Habitat for Humanity Board.

Community and Development Director Patrick Ejike's recommendation is to issue a multi-award of contracts to the following firms: Southern Crescent Habitat for Humanity with the highest score of 497; and to National Property Institute (NPI), with the next highest score of 440.

4) Approved **RFP PKG #13-49 Asset Real Estate Attorney Services-Neighborhood Stabilization Program, Annual Contract** (*Multi-award: Brochstein & Bantley, P.C., located in Stockbridge, Georgia and William A. Miller, P.C., located in Stockbridge, Georgia. Funding is available through the 2009 NSP1 and 2010 NSP3 [Neighborhood Stabilization Programs]*), as requested by the Community Development Department. Per Section 2-136 (2) of the Clayton County Purchasing Ordinance, Clayton County utilizes the competitive sealed proposal method when the competitive sealed bid method is neither practical nor advantageous and when cost is not the primary consideration. The competitive sealed proposal method will be used when the costs of goods and services exceed \$25,000.00. The Clayton County Board of Commissioners makes the final award for all non-budgeted proposals of \$35,000.00 and greater. Vote unanimous.

Community and Development Director Patrick Ejike's recommendation is to issue a multi-award of contracts to the following firms: Brochstein & Bantley, P.C. with the highest score of 470; and to William A. Miller, P.C. with the next highest score of 444.

POST SUMMARY MINUTES

5) Approved **3M Cogent GAPS Livescan for Probate Court, Statewide Contract** (*Georgia Crime Information Center with 3M Cogent, Inc. located in Pasadena, CA*), as requested by Probate Court. Per Section 2-136 (6) of the Clayton County Purchasing Ordinance, Clayton County has developed annual contracts for frequently used items and services. These contracts are a result of a sealed bid. The contract allows the county to order goods and services directly from the awarded suppliers through the use of an annual contract document. The purchasing agent has the authority to purchase unlimited quantities of goods utilizing active annual contracts. O.C.G.A., § 50-5-100 states, "The Department of Administrative Services is authorized to permit local political subdivisions, on an optional basis, to purchase their supplies through the state." This allows the purchasing agent to utilize statewide contracts when this practice serves the best interest of Clayton County. The Clayton County Board of Commissioners make the final award for the state contract purchases of \$35,000.00 and greater. Vote unanimous.

The request from Clayton County Probate Court is to utilize the Georgia Crime Information Center (GCIC) agreement for fingerprinting services and Clayton County Probate Court will receive from 3M Cogent, Inc. three dollars (\$3.00) for every successfully submitted transaction.

8. Ramona Thurman, Chief Financial Officer, presented eight (8) budget amendments which resulted in the following Board actions.

1) Approved Budget Amendment #-2-109 – Medical Self-Insurance Fund/FYE 6-30-13 – to cover additional claims expenses in the amount of \$63,000.00. Vote unanimous.

2) Approved Budget Amendment #-2-110 – Health Department/Battle Creek Road/FYE 6-30-13 – to close out the Health Department Fund in the amount of \$150,298.00. Vote unanimous.

3) Approved Budget Amendment #-2-111 – Tax Allocation District Capital Project Fund/FYE 6-30-13 – to provide for additional transfer out to the Debt Service Fund in the amount of \$175.00. Vote unanimous.

4) Approved Budget Amendment #-4-111– Fund 307 – 2009 SPLOST Projects/FYE 6-30-13 – to recognize additional revenue received for the municipalities in the amount of \$719,726.00. Vote unanimous.

5) Approved Budget Amendment #-2-18 – State Narcotics Condemnation Fund/FYE 6-30-14 – to purchase practice ammunition and ballistic entry vests needed for the Narcotics Divisions in the amount of \$51,000.00. Vote unanimous.

POST SUMMARY MINUTES

6) Approved Budget Amendment #2-20 – Other General Government/FYE 6-30-14 – to increase revenue and provide funds for the purchase of equipment to implement televising and recording of Clayton County Board of Commissioners’ meetings, in the amount of \$33,550.00. Vote unanimous.

Vice-Chairman Edmondson asked if the Cable TV franchise fees are coming from the General Fund.

Ms. Thurman replied yes.

Vice-Chairman Edmondson questioned if Comcast were giving the County additional monies.

Ms. Thurman answered yes, the County is receiving additional revenue.

Vice-Chairman Edmondson recalled that Broadcast and Communications Manager Lindsey Delong had given the Board a presentation a few months ago regarding the subsidizing of this TV franchise Comcast purchase as well as AT&T U-verse. He stated he never heard any follow-up and was surprised to see this item on the agenda.

Ms. Delong responded that Comcast currently does not have any additional funds available until the county renews the process with the franchise in 2015. Comcast will not offer any additional funds now for the camera equipment.

Vice-Chairman Edmondson mentioned that AT&T U-verse was also discussed and he understood that AT&T could not do business in Clayton County without a contract with the county.

Ms. Delong answered that AT&T U-Verse does not offer franchise equipment because of its wiring and cable. AT & T does not function the same as Comcast does and the way it routes through the cable wiring in the county. What the county essentially charges for Comcast to use is the hardware and AT&T does not utilize that. Ms. Delong replied there would not be any funds available from AT&T.

7) Approved Budget Amendment #2-21 – Other General Government/FYE 6-30-14 – to cover the repair of roofing on the Jail pods and replacement of windows at the Justice Center in the amount of \$1,165,000.00. Vote unanimous.

8) Approved Budget Amendment #4-23 – Fund 307 – SPLOST 2009 Funds/FYE 6-30-14 – to amend the budget for Transportation and Development sidewalk projects for Lake Ridge Parkway and Pointe South Parkway for right-of-way and permanent easements, in the amount of \$21,000.00. Vote unanimous.

9. Renee Bright, Director of Human Resources, presented three (3) requests which resulted in the

POST SUMMARY MINUTES

following Board actions.

(1) Approved a request to reorganize the administrative structure of the Magistrate Court of Clayton County by deleting a Law Clerk Sr. position which is a Pay Grade 27; creating a new Chief of Staff position at a Pay Grade 29; hiring a Judiciary Secretary at a Pay Grade 17, Step 18 which is the amount budgeted for the incumbent who left on October 9, 2013; and reclassifying a vacant Judiciary Secretary position at a Pay Grade 17 to a Principal Secretary position at a Pay Grade 13. All of these changes would amount to a county savings of approximately \$300.00. Vote unanimous.

(2) Approved a request from the Office of the Sheriff to eliminate nineteen (19) Deputy Sheriff II positions as a result of the termination of the agreement between the Sheriff and Clayton County Public Schools in which the Sheriff was to provide School Resource Officers. There are eight (8) positions currently vacant while eleven (11) are currently filled. The eleven (11) employees will be offered positions with the Police Department. Vote unanimous.

(3) Approved a request for an additional full-time Probate Court Clerk for the Licensing Division at a Grade 12/Step 1 to accommodate the increasing workload and to facilitate a smooth transition with the addition of the live scan fingerprinting equipment and technology set to be installed in the Probate Court. The addition of the live scan equipment and technology will provide a “one-stop shop” for weapons carry license applicants and further facilitate customer services. The equipment, technology and additional procedures required to complete the process necessitate additional personnel to maintain the level of service needed to keep those customers who could go elsewhere to purchase vital record and marriage license services. Vote unanimous.

10. Approved Resolution 2013-270, a Resolution authorizing Clayton County to enter into a Stipulation and Agreement in the matter of Kevin Rucker v. Clayton County Board of Commissioners before the State Board of Workers’ Compensation for the State of Georgia; to authorize the Chairman or his designee to execute the agreement and otherwise to perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, all as may be required under the terms of the agreement; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

11. Approved Resolution 2013-271, a Resolution authorizing Clayton County to enter into a Stipulation and Agreement in the matter of Christopher G. Tschudy v. Clayton County Board of Commissioners before the State Board of Workers’ Compensation for the State of Georgia; to authorize the Chairman or his designee to execute the agreement and otherwise to perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, all as may be required under the terms of the agreement; to provide an effective date of this resolution; and for other purposes. Vote

POST SUMMARY MINUTES

unanimous.

12. Approved Resolution 2013-272, a Resolution authorizing Clayton County to enter into a revised Mutual Aid Agreement with the City of Atlanta providing for fire suppression protection, prevention, rescue, hazardous materials, and support services; to authorize the Chairman to execute the agreement, and otherwise perform all acts necessary to accomplish the intent of this resolution; to provide an effective date; and for other purposes. Vote unanimous.

13. Approved Resolution 2013-273, a Resolution by Clayton County, Georgia authorizing the certification and submittal of the Clayton County, Georgia Phase 1 Large Separate Storm Sewer System ("MS4") National Pollutants Discharge Elimination System ("NPDES") Permit Reapplication Form to the Georgia Environmental Protection Division ("EPD") on behalf of the Transportation and Development Department; to authorize the Chairman to execute all required documents and to otherwise perform all other acts necessary to accomplish the intent of the resolution; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

14. Approved Resolution 2013-274, a Resolution to provide for the adoption of the Clayton County Strategic Economic Development Plan prepared for the County, the Chamber of Commerce and the Development Authority, by the Georgia Tech Enterprise Innovation Institute; to authorize the Chairman to execute any documents required to be implemented; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

15. Approved Resolution 2013-275, a Resolution by the Board of Commissioners to create a county-wide Internship Program; to repeal conflicting resolutions; to provide for an effective date; and for other purposes. Vote unanimous.

Commissioner Singleton expressed that the internship program is a great idea and ACGG allowed the Board to do internship in the county a few years ago.

Commissioner Singleton asked Chief Operating Officer Arrelle Anderson how the Board would ensure Clayton County students are benefitting from this program. She also wanted to see the program expanded or collaborated with the Clayton County Public Schools students.

Ms. Anderson asked if Commissioner Singleton were referring to high school or college students.

Commissioner Singleton answered Clayton County resident college students. She questioned if measures would be put in place to ensure these students will benefit from this internship with Clayton County government where their parents pay taxes.

Ms. Anderson responded she has worked closely with directors to identify potential projects for work assignments. In addition to the projects, she was working with colleges and universities in the area and

POST SUMMARY MINUTES

being flexible by offering the program to colleges nationally. Ms. Anderson stated if the internship program is approved, the program will use students from different colleges as well as Clayton County residents who can intern during the summertime.

Commissioner Singleton was concerned that Clayton County residents who are attending other colleges outside the county are going to be targeted, and she wanted them to receive the benefits of the program.

Ms. Anderson stated the County will build partnerships with Clayton County schools, other colleges in the area, and Clayton County residents. Regarding high school students, the matter will be approached from a strategic perspective because of their age and those students will be aligned with the proper departments that will give them the experience they need.

Commissioner Singleton noted that there is a measure to give preferential treatment to Clayton County students for internship programs in the county.

Ms. Anderson stated she will follow up with that measure, but it will be up to the Directors to build the partnerships and have that agreement with the local colleges – whether it be Clayton State or Atlanta Technical College. She further stated that the County wanted to be more flexible with vocational/technical colleges, so it did not have to just include four (4)-year colleges.

Commissioner Singleton reiterated it is a great idea to have the program, but she just wanted to ensure again that Clayton County students will also benefit from it.

Ms. Anderson answered that the County will have performance indicators, and the students can submit the application on-line where the Human Resource Department would be able to see how successful the program is doing from the applications received. Also, she stated that there will be internship coordinators to evaluate the interns' progress.

Commissioner Hambrick asked Interim County Jack Hancock if there were something that could be put into the agreement that specifies just Clayton County residents.

Chairman Turner interjected that when students from other counties may go to Clayton State or local colleges and they work with the internship program within Clayton County government with the possibility of getting hired as a Clayton County employee, then an opportunity exists for them to move to Clayton County as well as add to the County's educational base when hiring of educated employees is required. He described it as a win-win situation all the way around.

16. Approved Resolution 2013-276, a Resolution establishing the Clayton Judicial Circuit Office of Probation Services as a division of the Clayton County Superior and State Court Administration Office; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, all as may be required; to provide an effective date of this resolution; and

POST SUMMARY MINUTES

for other purposes. Vote unanimous.

17. Approved Resolution 2013-277, a Resolution to approve a Special Facility Use Request to allow the Summit at Lake Jodeco Homeowners' Association to host its annual business dinner meeting at the J. Charley Griswell Senior Center; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

For clarification, Vice-Chairman Edmondson asked Mr. Hancock if he said Lake Jodeco Homeowners' Association or the Summit at Lake Jodeco Homeowners' Association.

Mr. Hancock replied the resolution clearly stated the request was for the Summit at Lake Jodeco Homeowners' Association.

Mr. Hancock requested an Executive Session regarding litigation matters. The Board generally consented to have an Executive Session for the aforementioned reasons.

18. Approved Resolution 2013-278, a Resolution authorizing Clayton County to enter into a Sub-Grantee Agreement with the Atlanta Regional Commission for the purpose of conducting a Livable Centers Initiative ("LCI") Investment Policy Study for the Mountain View area of unincorporated Clayton County (\$80,000.00 with a required match of \$40,000.00 in local funds); to authorize the Chairman to execute the Sub-Grantee Agreement; and otherwise to perform all other acts necessary to accomplish the intent of the resolution; to authorize the Chief Financial Officer to amend the budget to reflect an appropriate revenue source and expense; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

19. Approved Resolution 2013-279, a Resolution authorizing Clayton County to accept three (3) forfeited vehicles (one [1] 2003 Toyota Camry; one [1] 1996 Ford F-150, and one [1] 1984 Coachman Royal TL) from a Clayton County Police Department drug investigation; to authorize the sale of such property in a manner as will be in the best interest of the County; to provide for the disbursal of sale proceeds; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

20. Approved Resolution 2013-280, a Resolution authorizing Clayton County to enter into a grant award agreement with the Prosecuting Attorney's Council of Georgia and, in accordance therewith, accept grant funds (\$77,192.00 with a local match of \$19,298.00) to be used in connection with the Victims of Crime Act (VOCA) and the Clayton County District Attorney's Victim Witness Assistance Program; to authorize the Chairman to execute the grant agreement and otherwise to perform all other acts necessary to accomplish the intent of the resolution; to authorize the Chief Financial Officer to

POST SUMMARY MINUTES

amend the budget where necessary to reflect an appropriate revenue source and expense, and to transfer any required match of local funds, all as may be required under the terms of the grant agreement; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

21. Approved Resolution 2013-281, a Resolution authorizing Clayton County to enter into a grant award agreement with the Criminal Justice Coordinating Council and, in accordance therewith, accept grant funds (\$33,472.00 with a local match of \$8,368.00) to be used in connection with the Victims of Crime Act (VOCA) and the Clayton County Court Appointed Special Advocate (CASA) Program; to authorize the Chairman to execute the grant agreement and otherwise perform all other acts necessary to accomplish the intent of the resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, and to transfer any required match of local funds, all as may be required under the terms of the grant agreement; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

22. Approved Resolution 2013-282, a Resolution authorizing Clayton County to enter into a Memorandum of Agreement with the Prosecuting Attorney's Council of the State of Georgia (PACGA) and, in accordance therewith, accept grant funds (\$35,825.00 with a local match of \$8,956.00) to be used in connection with the Victims of Crime Act (VOCA) and Clayton County Solicitor General's Victim Assistance Project; to authorize the Chairman to execute the grant agreement and otherwise to perform all other acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense, and to transfer any required match of local funds, all as may be required under the terms of the grant agreement; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

23. Approved Resolution 2013-283, a Resolution to provide for the adoption and submission to the U.S. Department of Housing and Urban Development of the Clayton County PY2013 – PY2017 Consolidated Plan and the PY2013 Annual Action Plan; to provide for amendments to the Clayton County PY2008, 2010, and 2011 Annual Action Plans; to authorize the Chairman to execute any documents required to submit and implement the Consolidated Plan, Annual Action Plan, and the amendments to the PY2008, 2010, and 2011 Annual Action Plans; to authorize the Chief Financial Officer or the Finance Director to amend the budget where necessary to reflect appropriate revenue sources and expenses, all as may be required; to provide an effective date of this resolution; and for any other purposes. Vote unanimous.

24. Approved Resolution 2013-284, a Resolution authorizing Clayton County to exercise its powers of Eminent Domain in accordance with provisions of Georgia Laws for the purpose of acquiring certain properties (303 Conley Road, Tax Parcel No. 43; Wellington Avenue, Tax Parcel No. 67; Kenwood Avenue, Tax Parcel No. 68; Wellington Avenue, Tax Parcel Nos. 74 & 75; 4000 Old Dixie Road, Tax

POST SUMMARY MINUTES

Parcel No. 92; and Blalock Street, Tax Parcel No. 124) for use by the Clayton County Department of Transportation and Development for the C.W. Grant Separation Improvement Project; to authorize the Chairman to execute any documents relating thereto, and to otherwise perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

25. Approved Resolution 2013-285, a Resolution authorizing Clayton County to exercise its powers of Eminent Domain in accordance with provisions of Georgia Laws for the purpose of acquiring a certain property (8712 Dorsey Road, Tax Parcel No. 16) for use by the Clayton County Department of Transportation and Development for the Flint River Road Widening Improvement Project; to authorize the Chairman to execute any documents relating thereto, and to otherwise perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer or the Finance Director to amend the budget where necessary to reflect an appropriate revenue source and expense; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

26. Approved Resolution 2013-288, a Resolution authorizing Clayton County to approve a Special Facility Use Request to allow the office of Congressman John Lewis, U.S. House of Representatives (GA) District 5, to host a "Clayton County Meet and Greet" at the Frank Bailey Senior Center; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to provide an effective date of this resolution; and for other purposes. Vote unanimous.

27. Appointment to the Board of Elections and Registration to fill the unexpired term of Bob Bolia (***Resigned***); expiring on December 31, 2014.

Motion by Vice-Chairman Edmondson, second by Chairman Turner, to appoint Harry Osborne of Jonesboro, Georgia to the Board of Elections and Registration to fill the unexpired term of Bob Bolia (***Resigned***); expiring on December 31, 2014. Vote unanimous.

28. Appointment of an individual to serve as Chairman of the SPLOST Citizens Committee for 2015.

Motion by Chairman Turner, second by Commissioner Rooks, to appoint DeMont Davis to serve as Chairman of the SPLOST Citizens Committee for 2015. Vote unanimous.

29. **INTERVIEWS FOR THE POSITION OF FIRE CHIEF** (Conducted by Renee Bright, Human Resources Director). The candidates are Rosemary Cloud, Landry Merkison and Brenda M. Willis.

Clerk Haywood thanked the candidates for expressing an interest in becoming Clayton County Fire Chief.

Clerk Haywood asked Chief Operating Officer Arrelle Anderson to escort the other candidates Landry

POST SUMMARY MINUTES

Merkinson and Brenda M. Willis out of the Boardroom.

Clerk Haywood announced the first candidate, Rosemary Cloud, to come to the podium to begin her interview with Ms. Renee Bright.

Chairman Turner asked the audience to please be respectful of each candidate and to hold applause until the interview process was completed.

Rosemary Cloud presented an updated resume and distributed it to the Board of Commissioners.

Vice-Chairman Edmondson questioned the Board about an email Ms. Renee Bright sent asking if the Board wanted to use a matrix evaluation document for the interview process.

Chairman Turner asked Ms. Cloud to be seated while the Board had a moment of discussion.

Commissioner Rooks stated she would like to use the document.

Interim County Attorney Jack Hancock replied the purpose of the document was not to create any process or any ratings; it was simply a document for the Board to individually use to evaluate or take notes. Mr. Hancock stated it could be used at the discretion of the Board.

The Board consented to use the evaluation document for its personal use.

Vice-Chairman Edmondson stated he understood the Board was interviewing publicly the final selection of candidates and, once the interviews were completed, the Board at its leisure could move forward with the recommendation and hiring of a permanent Fire Chief as early as tonight if so desired.

Mr. Hancock replied that was correct.

Vice-Chairman Edmondson asked Chairman Turner if there were some type of protocol for the Commissioners to talk amongst themselves after the interviews or if the Board would have to go into Executive Session.

Mr. Hancock replied the Board could discuss this matter in Executive Session if the Board chose to do so or the Board could do it publicly, or not at all.

Vice-Chairman Edmondson asked Chairman Turner how he wanted to proceed.

Chairman Turner answered he would like to proceed with the interviews and come back at the next Regular Business Meeting to make a decision.

Commissioner Hambrick stated she wanted to take an intermission after the candidates had been

POST SUMMARY MINUTES

interviewed to make a decision.

Commissioner Singleton said she would like to go into Executive Session.

Commissioner Hambrick expressed that this matter had been held a long time.

Mr. Hancock stated he could expand the Executive Session to include personnel matters for the record.

The Board consented to take a five (5)-minute recess at 8:20 p.m.

The Board reconvened to resume interviews at 8:25 p.m.

Chairman Turner asked the audience to take a seat so the Board could proceed with the interviews.

Chairman Turner asked the first candidate, Rosemary Cloud, to come to the podium for her interview.

For clarification, Chairman Turner stated that after each interview the Board will go into Executive Session to evaluate and come back to cast a vote.

Ms. Bright thanked Ms. Cloud for her interest in the Clayton County Fire Chief position and stated she had several questions to ask and that Ms. Cloud respond to the Board.

Renee Bright: Describe your experience in fire services and your education.

Ms. Cloud replied that her experience in fire services began as a firefighter in the year of 1980. Over the years she was promoted to Lieutenant, Captain, Battalion Chief and her last appointment was with the City of Atlanta Fire Department as Assistant Chief of airport operations. She has been East Point's Fire Chief for eleven (11) years with thirty (30) years in fire services.

Ms. Cloud further stated she holds a bachelor's degree in Applied Behavioral Science from National Louis University and a master's degree in Homeland Security-related issues from the Naval Postgraduate School in 2008. She affirmed that she has taken a number of leadership courses and presented leadership courses throughout her career.

Renee Bright: Clayton County runs one of the busiest and most respected EMS divisions in metro Atlanta. How do you plan to keep this critical service viable in the future?

Ms. Cloud stated she would make sure that the equipment is meeting national standards, fleet is being taken care of, the paramedics are getting the certifications that they need and to do an assessment of where the county is and where it needs to be. She expressed eighty (80) percent of what fire services do is EMS and really there is no separation between being a firefighter or paramedic on the EMS side.

POST SUMMARY MINUTES

Ms. Cloud affirmed that when she was Assistant Chief of airport operations they actually transported, and she knew that Clayton County does transport, but often it is the firefighters who are on the scene first and have to take the first levels of care, EMT or paramedic. She stated that it is critical that frequent meetings are held for quality control and that fleet is monitored and taken care of.

Renee Bright: Describe your experience in managing departmental budgets (i.e., size of budget, number of total employees, services provided, etc.). Have you been faced with diminishing budgets and increasing call volume? How did you address this?

Ms. Cloud addressed that the highest budget she has managed was \$76 million with the City of Atlanta in the Fire Chief's absence. She was over airport operations and had an extremely large budget from \$15 - \$20 million just for airport fire equipment and staffing. Ms. Cloud said as East Point's Fire Chief in 2008, she had her budget reduced from \$9 million to \$5 million and the hardest decision she had to make was to lay off fifty (50) firefighters and close two stations.

Ms. Cloud stated she still had to make sure she had enough coverage in the city that was needed, make sure the firefighters were going to show up for work on time and still do the work. She monitored and tracked this change and the response time did not go as negatively as she expected and still provided at almost the same quality. The only thing with having to work with a reduced budget is working on an ISO rating and trying to get to a three (3) or two (2) and they currently have a four (4) in the city of East Point. She described that an ISO rating is from one (1) to ten (10) and the lowest it has ever been was in the city's best fire department. Ms. Cloud further stated that she has worked on operating budgets and capital improvements and has worked on budgets since she was a Lieutenant.

Renee Bright: What steps or methods do you use to ensure fairness, consistency, and equality when dealing with disciplinary issues?

Ms. Cloud stated she would employ a participatory management style which will be standard operating procedures based on the county policy and ordinance. She would match those with international standards and these would be the parameters and once the parameters were structured, she would involve the firefighters to participate in creating these standard operating procedures that would have to be met.

Ms. Cloud then said she will look at job descriptions, where everyone agrees with what their job is and move on to performance measures, appraisals, personal meetings and career development. She explained that when one is dealing with accountability, everyone knows what the mission is and her

POST SUMMARY MINUTES

mission would be to support the commissioners, county ordinance, protect the citizens of the county and to make sure the firefighters have everything that is needed in terms of equipment and gear. She further stated one thing she did with the City of East Point was to create a mission statement and have everyone sign it and help them to know what the mission is.

Renee Bright: What are the greatest challenges facing fire departments moving forward and how do you plan to address them?

Ms. Cloud stated that the greatest challenges facing fire departments is the declining economy, fleet and maintenance, and staff being laid off. She expressed that fire departments are in touch with the changing needs of the community and assess what new things are out there that the community needs as well as the firefighters and provide those things. Ms. Cloud stated she would like to provide a conducive environment where the firefighters look forward to coming to work and that can be possible when certain standards are kept.

Renee Bright: What role does the Fire Chief and Fire Department have in attracting businesses and development to Clayton County?

Ms. Cloud said that the next Fire Chief should play an active role in attracting businesses and development by doing a “one-stop shop” which has been implemented in the City of East Point. A CO, permit, and clearance review can come to the table on a weekly basis. There is a turnaround time so businesses will not have to be hampered by what the fire department does. Also, she stated that it is encouraged that the fire marshal looks at the spirit of the law as well as the letter of the law to make it match somewhere in between for the businesses. All businesses get a pre-risk assessment the first of the year to inform them of what needs to be done so that the fire department does not give them citations. Ms. Willis stressed that the Fire Department will play a very powerful role in businesses that are being attracted to the county by the services that will be delivered.

Renee Bright: What strategies or methods do you utilize to maintain or, if needed, improve morale?

Ms. Cloud stated she believed that there were so many levels to this question. She expressed that firefighters should never have to worry about protective gear, truck maintenance, how the facilities look and whatever they need to do their jobs. Ms. Cloud said if she is selected she would present herself to every firefighter and deal with personal training on diversity. She expressed that the main issue with diversity now is dealing with the generational divide. Baby boomers are now moving out of the organization and bringing in generational x personalities and there is a breakdown in communication. She further stated that having training on different personality styles and diversity can make the

POST SUMMARY MINUTES

community better. Ms. Cloud concluded that she would have an open door policy and make herself accessible.

Ms. Bright stated those were all the questions she had.

Chairman Turner thanked Ms. Cloud for her interest in Clayton County and asked Ms. Anderson to escort her out of the Boardroom into the Commissioners' Conference Room.

Clerk Haywood announced that the second candidate would be Landry Merkinson.

Ms. Bright thanked Mr. Merkinson for his interest in the Clayton County Fire Chief position and stated she had several questions to ask and that Mr. Merkinson respond to the Board.

Renee Bright: Describe your experience in fire services and your education.

Mr. Merkinson stated his experience in fire services expands over twenty (20) years. He explained that he started off in college as a volunteer for a year with Jonesboro Volunteer Fire Department, worked for the City of Riverdale Fire Services and was trained by Clayton County Fire and Emergency Services as part of its rookie classes. Mr. Merkinson stated that when the opportunity presented itself for him to come to work for Clayton County, that was the career choice he made and it has been eighteen (18) years now. He has had the opportunity to serve in a wide range of fields while he has been in fire services, such as on the firefighter tactical rescue team, fire prevention, arson investigator, and worked his way up through administration as the County Chief of Technical Services where he served as the PO for five (5) years. Mr. Merkinson stated he has spent time in Community Development where he led an administrative team before Director Patrick Ejike came on board. He said he spent about a year in Community Development revamping the zoning policies that are in effect now. Also, Mr. Merkinson stated he has helped the Chairman and Director Grant Wainscott of Economic Development on a video profiling how the fire department has leveraged technology to streamline response in helping to draw new businesses to the community, and that video was seen worldwide by over thirty-thousand (30,000) fire services professionally.

Mr. Merkinson stated he graduated from North Clayton High School in Riverdale, Georgia. He attended Griffin Technical College where he studied architectural engineering in design for drafting. Recently, Mr. Merkinson stated he was awarded a two (2)-year scholarship to go back to college to finish his bachelor's degree in Fire Administration at Columbia Southern University and he will finish in mid-2014. He will then go immediately into getting his master's degree in Public or Fire Administration.

POST SUMMARY MINUTES

Renee Bright: Clayton County runs one of the busiest and most respected EMS divisions in metro Atlanta. How do you plan to keep this critical service viable in the future?

Mr. Merkinson affirmed he was proud to say that Clayton County Fire and Emergency Services runs one of the premier emergency medical services in the State of Georgia; it is award winning and recognized by national organizations as well. Emergency medical service in this community is a vital life link to the citizens in this community. For many of the citizens, he stated it is their first line of primary care and they use the county's services because they do not have another option. This county wants to provide the best medical care for its citizens and there is no doubt that changes in the healthcare laws have made that challenging.

Mr. Merkinson said the Fire Department is looking for new service delivery strategies to help overcome some of those challenges. One of the things the Fire Department has started doing is leveraging the public safety digital network and how the department is going to leverage local positioning technology is to make the ambulances respond faster to the scene instead of saying that a call belongs to Station 4, and give it to whoever is driving by instead. He said he has had the opportunity to sit down with the Chairman and CFO and work on a new cost recovery strategy. The Affordable Health Care Act has done some amazing things to pre-hospital care and constant changes in Medicaid/Medicare billing are making that tough as well. The Fire Department has to constantly look at strategies to recoup the cost that this county is extending while taking great care that no services are cut.

Renee Bright: Describe your experience in managing departmental budgets (i.e., size of budget, number of total employees, services provided, etc.). Have you been faced with diminishing budgets and increasing call volume? How did you address this?

Mr. Merkinson stated that Clayton County Fire and Emergency Services is really comprised of three organizations: Fire Emergency Services, EMS Services and Emergency Management. The department has a total combined staff of three-hundred sixty-seven (367) dedicated men and women with a combined operating budget of around \$25 million and that number fluctuates depending on what is going on with the digest. County service responds to thirty-three (33,000) thousand calls per year and that call volume has gone up six percent (6%) every year over the last five (5) years with the exception of this year (seven percent [7%]) and the county will continue to see those calls increase. It is no secret that this county has faced some challenges economically as well as the Fire Department. The Fire Department has had to look for ways to get leaner, faster and smarter on how the county provides services. The department has looked at the advent of Clayton Fire Network. Instead of having to take fourteen (14) fire stations down to one location to do training, the county has pipe-lined training to them. In doing this the county has received an ACCG County of Excellence award of technology. Mr. Merkinson further stated by taking the training to the firefighters the county has reduced fuel cost,

POST SUMMARY MINUTES

reduced wear and tear on fire trucks and saved maintenance costs. All of this goes into helping the bottom line of the department budget by working smarter, faster and being good stewards of the taxpayers' monies. He expressed the department continues to look for any types of means as the county moves into the future. Although the county still faces some challenging times ahead as far as financial aspects, he wanted to make sure the county still provides the taxpayers the best service without putting a burden on them. Mr. Merkinson concluded that he and Vice-Chairman Edmondson had a discussion about revising or taking a look at developmental impact. As new development starts to move into the county, the department can look at sharing the cost of the developers for burgeoning infrastructures. This will help provide fire stations, police precincts, police officers, firefighters, EMT's and paramedics. The bottom line is to help save monies to the taxpayers and make sure no services are cut.

Renee Bright: What steps or methods do you use to ensure fairness, consistency, and equality when dealing with disciplinary issues?

Mr. Merkinson stated that it is very important to him that each employee is treated equally, fairly, and justly. One of his primary concerns is to protect the rights of the employees that are afforded to them under the civil service rules and guidelines of the county. He stated it is also important for him to enforce the county policies and rules that are afforded to the employees of the county. Mr. Merkinson explained he would do that by employing the guidelines and rules set forth by the Equal Employment Opportunity Commission by using The Douglas Factors. The Douglas Factors is a simple twelve (12)-step checklist that actually vets each case against similar cases and each occurrence against similar occurrences. He read examples from The Douglas Factors; (1) Does the punishment meet the offense?, (2) Is this punishment similar to like offenses?, (3) What is the potential for rehabilitating the employee?, and (4) Is this the employee's first offense? Mr. Merkinson further explained this checklist prevents going into a disciplinary action with a predetermined outcome. The employees have been afforded all rights from civil service, the county, and the Fire Department policies and procedures. He concluded that to date this has been very successful.

Renee Bright: What are the greatest challenges facing fire departments moving forward and how do you plan to address them?

Mr. Merkinson stated specifically as it relates to Clayton County Fire and Emergency Services, there are two issues that need to be addressed. He expressed that the department needs a healing quickly. Mr. Merkinson stressed that he wanted to always make sure he is accessible to the men and women of the Fire Department. He emphasized that he wanted to be accessible to his staff twenty-four (24) hours a day, seven days a week, and does not have a Monday open door policy but an open door policy.

POST SUMMARY MINUTES

His cell phone is on his business card and he is available to his employees any time day and night as well as the citizens of the county. Mr. Merkinson quoted Colin Powell "The day soldiers stop bringing you their problems they either have lost confidence in your ability to lead or you simply do not care." Secondly, he wanted to address the financial issues of the county and work with the leaders of the county, CFO, colleagues in finance, and colleagues in the Tax Assessors Office to come up with a viable and sustainable option to lead public safety forward in this county for the next five to ten years.

Renee Bright: What role does the Fire Chief and Fire Department have in attracting businesses and development to Clayton County?

Mr. Merkinson mentioned that outside of providing fire and emergency services, two major parts of the county, Economic Development and Community Development, are impacted. As he mentioned earlier, the department recently filmed this video with the Chairman and the Economic Development Director tallying the technology that the county used to help maintain the county's Class 3 insurance rating. That Class 3 insurance rating ensures that county citizens and businesses have some of the lowest insurance rates in the State of Georgia. As new businesses seek to come to the county, one of the things they are going to look at when Economic Development Director Grant Wainscott meets with them is if the county can ensure protection of businesses and investments. They want the county to make sure that their businesses and insurance rates stay competitive. Mr. Wainscott will be able to say yes, absolutely, and this county has some of lowest insurance rates in the state and the Fire Department will be able to protect them.

Regarding Community Development, Mr. Merkinson stated the Fire Department has had the pleasure of working with the department on drafting new building codes and new zoning ordinances to make sure that the businesses that want to come to the county fit the community model. The Fire Department does not want to have such strict codes that run businesses out of the county and have businesses afraid to come to the county. This would be a collaborative effort between not only the Fire Department and Economic Development, but Community Development as well. The county needs to attract businesses to get the community thriving again.

Renee Bright: What strategies or methods do you utilize to maintain or, if needed, improve morale?

Mr. Merkinson emphasized that he wanted to expand on availability to the staff. The Fire Department has had meetings in the past where certain pay grades could only attend, such as Lieutenants, Sergeants and above. He stated one of the things he seeks to do is not limit who can attend department briefings; and quarterly staff meetings will be held that are open to the entire department. If an employee is off duty and the county can afford for an employee to come down to a meeting, then he wanted an

POST SUMMARY MINUTES

employee to come to hear where the department is headed. Mr. Merkinson stressed that opinions and buy-ins are critical across all ranks. The Fire Department has worked really hard to provide certain community days for the employees to bring their families in and have a department picnic because so much of what they see on a daily basis is tragic. This county has three-hundred sixty-seven (367) of the most dedicated men and women he has ever seen. Mr. Merkinson concluded that he will give the employees the fellowship that they deserve.

Clerk Haywood announced that the third candidate would be Brenda Willis.

Ms. Bright thanked Ms. Willis for her interest in the Clayton County Fire Chief position and stated she had several questions to ask and that Ms. Willis respond to the Board.

Renee Bright: Describe your experience in fire services and your education.

Ms. Willis stated she started as a firefighter in 1977 for three (3) years with the LaGrange Fire Department. She left LaGrange for Atlanta, where she was hired with the City of Atlanta Fire Department at Station 30 on Cleveland Avenue in Atlanta, Georgia. Ms. Willis said she rose through the ranks in Atlanta, where she was promoted to a fire apparatus operator, drove a fire ladder truck, worked as part of the hazardous material unit and served as a fire Lieutenant. She stated she was one of the first women on the squad, which went to all the fires in the city. Ms. Willis also was Chief of Training, Battalion Chief of Suppression in Buckhead and downtown Atlanta, Deputy Chief of Operations and Deputy Chief of Operations at Hartsfield-Jackson Atlanta International Airport during her last year with the city.

Ms. Willis concluded that her education included an associate's degree in Fire Science and a bachelor's degree in Fire Science Administration.

Renee Bright: Clayton County runs one of the busiest and most respected EMS divisions in metro Atlanta. How do you plan to keep this critical service viable in the future?

Ms. Willis expressed that EMS has definitely been a trend since the early 80's with the fire services. EMS is a vital part of the community and eighty-five (85%) percent of calls in the City of Riverdale are for EMS and in Atlanta it was basically the same amount. She believed there was a need for EMS prevention, and the City of Riverdale years ago started fire prevention and the number of fires went down drastically. The City of Riverdale has a program called HERO (Health, Empowerment, Resolve and Ownership), and the Fire Department wants to be the city's hero by training citizens about nutrition, good healthy living and going into schools and attacking obesity for young children. Ms. Willis stressed that if the Fire Department trains the community and informs the citizens on when to call 911, go to urgent care, or take someone to the ER (emergency room), this will reduce the calls for

POST SUMMARY MINUTES

services and EMS will be sustained.

Renee Bright: Describe your experience in managing departmental budgets (i.e., size of budget, number of total employees, services provided, etc.). Have you been faced with diminishing budgets and increasing call volume? How did you address this?

As a Deputy Chief of Operations, Ms. Willis explained that the budget was \$86 million, as Deputy Chief of Operations at Hartsfield-Jackson Atlanta International Airport \$23 million and with the City of Riverdale close to \$3 million. She believed all municipalities and counties have experienced diminished funds and the City of Riverdale has been very innovative in instituting job sharing or part-time job programs by inviting people from other jurisdictions to work for the city on every sixth shift rather than every third shift. This saved the City of Riverdale all of the expenses because these people worked for other jurisdictions and the city did not have to pay for benefits. The city was also able to bring people with a lot of training to its departments because the city did not have a training center and lacked funds to send people out to train; therefore, the city's force was strengthened with a diminished budget.

Renee Bright: What steps or methods do you use to ensure fairness, consistency, and equality when dealing with disciplinary issues?

Ms. Willis stated that the most important aspect in addressing disciplinary issues is to listen to what people have to say and investigate. All sides have to be listened to before making decisions and different levels as well as different people have to be involved in looking at the investigation. For example, if a charging person is a Battalion Chief then another Battalion Chief needs to do the investigation. Also, another Chief Officer can determine the type of discipline and give the employee an opportunity to look at the investigation, respond to the allegations and then have time to appeal it. Ms. Willis said that listening to people, doing a thorough investigation, not jumping to a conclusion, looking at the facts, and weighing what is discovered sets the discipline action. She further stated that discipline is not to hurt someone but simply to change behavior. All departments have employees who may need their behavior changed and, if a disciplinary process is instituted, that explains and shows people what they have done and will help them become better employees. This is what has to be to correct the behavior.

Renee Bright: What are the greatest challenges facing fire departments moving forward and how do you plan to address them?

Ms. Willis stated that challenges are another way to say "opportunities" and the biggest challenge is the same challenge that municipalities and county government have with diminishing funds. She knew

POST SUMMARY MINUTES

that this county is trying to bring in economic development to increase revenue so that the department heads do not have to deal with the skeletal budgets as much. Ms. Willis stated that all department heads and the county need to be innovative and provide services with the least funds while continuing to serve the public.

Renee Bright: What role does the Fire Chief and Fire Department have in attracting businesses and development to Clayton County?

Ms. Willis stated one of the biggest things that the Fire Department is involved with to attract businesses is the ISO rating. There is an accreditation and ISO and if the ISO is used to govern how the Fire Department is run, it can have a positive effect on the next ISO inspection and there is a large part of the ISO rating that has to do with water and dispatch. As everyone is aware, the lower the number the lower the insurance rates are. She further stated that another thing that can be done is to involve the Fire Department with the community on a positive basis. The Fire Department is a hero of public safety, cities, and the nation. When the Fire Department interacts with children and seniors, then businesses will want to come.

Renee Bright: What strategies or methods do you utilize to maintain or, if needed, improve morale?

Ms. Willis stated communication is one of the best things to improve morale. She mentioned that she had visited all fourteen (14) of the Clayton County fire stations on all three shifts and saw well-trained, passionate firefighters who want to be part of a cohesive team. She stressed that they want to be part of a fire department that is moving in the same direction and not fractured or separate from the command staff rank and file. Spending a lot of time in Clayton County fire stations has given her a great opportunity to see how wonderful and passionate the firefighters are. Lastly, Ms. Willis said that the firefighters of Clayton County want to improve the public image of the county, have a good EMS system, take time off, have vacancies filled and be the best they can be. She emphasized that just listening and talking to them would improve morale.

Chairman Turner thanked Ms. Willis for her interest in Clayton County and asked that she have a seat since she was the last candidate.

Commissioner Rooks questioned whether there had been a consensus to go into Executive Session to discuss this personnel issue.

Mr. Hancock replied no. The record just needs to reflect personnel and litigation matters.

POST SUMMARY MINUTES

Vice-Chairman Edmondson asked if the personnel matter could be discussed in the Boardroom.

Commissioner Rooks stated she did not want to waste time.

Chairman Turner advised the Board to make a decision on the Fire Chief now or move to Executive Session.

Motion by Commissioner Singleton, second by Commissioner Hambrick, to go into Executive Session in the Commissioners' Conference Room at 9:09 p.m. to discuss personnel and litigation matters. Vote unanimous.

Motion by Commissioner Rooks, second by Commissioner Singleton, to go out of Executive Session at 9:45 p.m. Vote unanimous.

Motion by Vice-Chairman Edmondson, second by Commissioner Singleton, to reconvene the Regular Business Meeting in the Commissioners' Boardroom at 9:46 p.m. Vote unanimous.

Based on a decision made in Executive Session regarding the selection of a Fire Chief, the Board made the following motion:

Motion by Commissioner Hambrick, second by Commissioner Singleton, to appoint Landry Merkinson as Clayton County Fire Chief effective immediately. The motion carried 3-0-2. Chairman Turner and Commissioner Rooks abstained. (NOTE: For the record, Commissioner Rooks stated she abstained from voting to select a Fire Chief because Human Resources Director Renee Bright was unable to properly articulate the evaluation process for selecting the three Fire Chief finalists during the October 10, 2013 Special Called Meeting. Chairman Turner agreed with Commissioner Rooks and added that he abstained because he could not vote in good conscience for any candidate chosen from a flawed evaluation process from the onset.)

There being no further business to discuss, motion by Commissioner Rooks, second by Vice-Chairman Edmondson, to adjourn the Regular Business Meeting of November 5, 2013 at 9:46 p.m. Vote unanimous.